

15 MAR 1974

DCI/IC-74-0145

MEMORANDUM FOR: Director, Product Review Group

SUBJECT: Letter of Instruction

1. During the next twelve months, I expect you to work within the Intelligence Community Staff to accomplish the following in support of my Community responsibilities to the DCI:

- create and maintain a staff representative of the Community capable of creating and maintaining procedures for evaluating Community efforts in analysis and production, and establish systems to perform this function effectively;

- determine and assist in the implementation of ways to improve the Community's performance in the area of finished analytical intelligence;

- play an active role in the continuing process of refining Key Intelligence Questions and in the use of KIQs by the NIOs to evaluate Community performance;

- formulate and gain acceptance of ways to introduce a systematic challenge mechanism into the workings of the finished intelligence community;

- continue to develop the concept of the Family of National Products and to encourage the adoption of specific recommendations growing out of this concept, as it applies both to the regular, serial production of finished intelligence and to the production of intelligence in times of crisis;

- specifically concerning the latter, assess the performance of the Community in times of crisis and recommend ways to provide high-level consumers with better, more timely, and less redundant products (including warning notices) during such periods;

--establish and chair a coordinated Community effort to improve analytical methods and the quality and acceptability of outside (contract) research;

--enlist the aid of the NIOs, the various components of the Community and other interested agencies of government to ensure evaluating and facilitating efforts to improve the intelligence product;

--maintain close working relations with the NIOs so as to encourage joint efforts and mutual assistance in the performance of Community functions;

--cultivate harmonious working relations with both the individual producing agencies (DDI, DI and DE, INR, etc.) and, as appropriate, collection agencies (e.g., NSA) so as to encourage coordination and product improvement;

--maintain close working relations with the other elements of the IC Staff, especially in areas affecting KIQ evaluation; the relationship between intelligence collectors and intelligence analysts; and the coordination of questions concerning the inter-relationship of collection, analysis, and resource allocation.

2. I expect these objectives to be accomplished within your Staff resources and in close coordination with other related elements of the DCI/IC and the Intelligence Community.

Daniel O. Graham
Lieutenant General, USA
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